

ADMINISTRATIVE

ATTACHMENT

DRAFT

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GUIDELINES FOR PREPARATION OF CAREER DEVELOPMENT PLAN

1. A career development plan for professional career planning and guidance shall be prepared for each ORD employee and obligates a supervisor to sit down with the employee (preferably before 15 months after EOD date) to determine whether that employee wishes to have a career plan developed within ORD.

2. The plan shall be prepared by the ORD employee, with assistance from his division chief. The plan should reflect largely the desires of the employee, moderated by the judgment of the supervisor in line with the Agency goals and requirements.

3. The career development plan shall be reviewed by the Career Service Board.

4. The career development plan shall be filed with the employee's personnel file in ORD.

5. The plan shall be updated annually, concurrent with the preparation of the employee's fitness report, and be implemented subject to performance for ORD.

6. The plan may be as detailed or as brief as the employee and division chief desire.

7. It is suggested, but not mandatory, that the plan include definite statements about the following:

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SUBJECT: Guidelines for Preparation of Career Development Plan

a. The career goals of the employee. It is suggested that these career goals be stated separately as one-year goals, three-year goals, ten-year goals, and lifetime goals. If known, it should be stated whether the employee wants to follow a management or technical route.

b. Training and education proposed, both within the Agency and without, both formal and informal, both training with an instructor and self-education, and technical as well as non-technical.

c. Work experiences needed to achieve the goals, both in the present assignment (division) and, if appropriate, in other assignments. Attempt to specify the division, office, or directorate in which the work experiences could be obtained; state the types of work experiences desired.

d. A suggested rotation schedule or sequence, if rotation is considered of value in the particular case.

e. The employee's present technical capabilities and those additional technical capabilities he desires in the future; his present management capabilities

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and his future desired capabilities should also be shown.

f. Technical papers and presentations within the office, directorate, and Agency and outside the Agency may be considered important. The employee's views, desires, and intentions in this area should be stated.

Approved For Release 2006/01/12 : CIA-RDP91-00452R000100030003-3

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PERFORMANCE APPRAISAL

Attachment "C"

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ORD-2650-73

30 April 1973

MEMORANDUM FOR: All ORD Personnel

SUBJECT : Performance Appraisal

REFERENCE : ORD General Notice No. 62

1. Among the many personnel-related tasks a manager must perform, one of the more responsible is assessing the performance of those working for him.

2. The Fitness Report plays a key role in this evaluation. This report serves several purposes but all have the common objective of evaluating the employee's performance in a given job situation. The employee, the supervisor, and the Agency benefit from this action: the employee from a complete, objective evaluation; the supervisor from a structured assessment of the position and the incumbent; and the Agency from a periodically updated appraisal of the employee that can be used to fulfill a variety of personnel management requirements. STAT

3. Through a review of past Fitness Reports, the Office of Research and Development has determined that the evaluations have been unrealistic and have failed to produce maximum benefits at any level. Effective with reports prepared on or after 30 April 1973, this Office shall use the full scale of letter ratings provided by the system.

4. P or Proficient will become the norm for the assessment of the performance of an individual who is doing a good job in the right position. This is the defined intent of the usage of Proficient. There are two levels above this; namely, S or Strong and O or Outstanding. Similarly there are two levels below: M or Marginal and U or Unsatisfactory. Any level will be used as appropriate. It is further noted that the Rating

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ADMINISTRATIVE - INTERNAL USE ONLY

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Approved For Release 2006/01/12 : CIA-RDP91-00452R000100030003-3

SUBJECT: Performance Appraisal

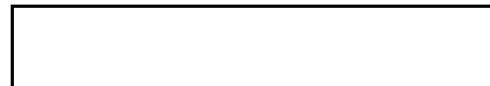
Letter for Overall Performance in Current Position includes considerations other than those of the Duty Rating Letters and is therefore not some apparent average of these.

5. In upgrading this Office's use of the Fitness Report cycle, the ORD Career Service Panel and its Special Panel have prepared Guidelines for the Raters of the Professional, Clerical, and Secretarial Staffs to achieve a higher degree of uniformity in carrying out the process. Specifically, conscious attention will be paid to describing specific duties in terms of the Grade Level of the incumbent, to the use of a fairly consistent set of basic duties, to addressing in constructive fashion those personal characteristics which may influence an individual's job performance or capacity for future professional growth. Guidelines for these Staffs are attached. Since non-technical officers within ORD generally belong to other Career Services and are competitively rated in their own milieu, their Fitness Reports will be responsive to the standards of the appropriate Career Service, though the rating levels will be consistent with those used elsewhere in ORD. Appropriate notification of this latter fact will be provided their Career Services.

6. This Office recognizes the preparation of complete and objective Fitness Reports to be a major responsibility of its supervisors. The discharge of this duty is a consideration to be assessed in the preparation of their own Fitness Reports.

7. It is recognized that this new Office policy governing Fitness Reports will result in the typical evaluation dropping from an S to a P. For this reason and to avoid any misinterpretation or ambiguity resulting from this policy change, a copy of this memorandum will be placed in the Official Personnel File of each employee. In addition, the Fitness Reports will carry a statement citing this policy change and reference this memorandum.

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Sayre Stevens

Director of Research and Development

2 Attachments
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Approved For Release 2006/01/12 : CIA-RDP91-00452R000100030003-3

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a. PROFESSIONAL

b. SECRETARIAL & CLERICAL

GUIDELINES FOR FITNESS REPORT PREPARATION

Attachment "D"

OFFICE OF RESEARCH AND DEVELOPMENT

GENERAL NOTICE NO. 62

30 April 1973

SUBJECT: Guidelines for Fitness Report Preparation

1. The process of preparing a Fitness Report requires a structured approach for the resulting documents are frequently used in the evaluation of an individual with respect to his peers. Consequently every reasonable effort should be made to provide for uniformity in the points and values considered and in their documentation. It is the purpose of these Guidelines to provide a means for preparing documentation that offers a common basis for personnel assessment thereby insuring the filing of fair and just Fitness Reports.

2. Emphasis is directed to the fact that each Supervisor is responsible for insuring that work assignments have been made grade compatible and that duties and expected performance were made known to the employee at all times. The actual expression of these duties on a Fitness Report must not introduce new considerations.

3. This General Notice deals in turn with the key areas of the Report; namely, Duty Statements, Overall Performance, and the Narrative Section. The use of the Letter Ratings is discussed separately.

4. Duty Statements must be carefully prepared. By the choice of words one can swing a given function (duty) over several grade levels and thereby swing the letter rating over several values. For this reason, it is essential to start the written evaluation with a clear understanding of the factors which establish Grade Level. To this end the ORD Career Service Panel and its Special Panel for clerical and secretarial personnel have established frames of reference for keying job responsibilities to grade level. Two categories of guidelines have been generated; those for clerical and secretarial personnel are listed in Attachment A and those for professionals in Attachment B. Due to the diversity of assignments in ORD some employees do not fall into either category and must be evaluated using other guidelines.

GENERAL NOTICE NO. 62 (Cont'd)

SUBJECT: Guidelines for Fitness Report Preparation

5. Having established a frame of reference for grade level performance expectations, one must then prepare Duty Statements which reflect these expectations. It is recommended that a standard set of duties be considered as a baseline for clerical, secretarial, and professional personnel at various grade levels; details or other duties may be added when appropriate. Taking the case of a project officer as an example, the suggested duties (which should be appropriately modified to reflect grade differences) include:

- a. Develops new concepts of intelligence collection or analysis and prepares studies relating to the initiation of contract actions for their investigation or development.
- b. Manages technical projects in support of office goals.
- c. Participates in the development of an overall program of research and exploratory development.
- d. Maintains liaison with appropriate elements of the intelligence and R&D communities.
- e. Supervises project officers in the implementation of the research and exploratory development program (where appropriate).

Clearly, an employee on a scientific track will have a different mix of duties from one on a managerial track. It is important, however, that some consistency exist in the duties upon which various officers are rated if competitive evaluations are to be made.

6. At this point it is appropriate to address the topic of "Overall Rating." This evaluation is intended to include certain considerations not directly involved in the Duty Statements. Typical of these points are:

Ambition	Professional Image
Attitude	Responsiveness
Creativity	Versatility
Decisiveness	Work Habits

The Overall Rating is not some attempted average of the letters assigned to the Duty Statements. The meaning of the letter evaluation is very literal.

ADMINISTRATIVE - INTERNAL USE ONLY

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GENERAL NOTICE NO. 62 (Cont'd)

SUBJECT: Guidelines for Fitness Report Preparation

7. The letter ratings cover a wide spectrum:

Outstanding		Marginal
	Proficient	
Strong		Unsatisfactory

Each rating is carefully defined on Form 45; when properly applied to Duty Statements appropriate to the incumbent's grade, Proficient becomes the norm for any population of employees. This will become the case in ORD; it is anticipated that any letter value will be used, including Marginal and Unsatisfactory when called for. The impact of this change in Office usage is the basis for a specific memorandum, a copy of which is being placed in the Office file of each ORD employee.

8. The Narrative Section of the Fitness Report should address (a) specific strengths and weaknesses, (b) any change in performance during the Rating Period, (c) personal extenuating circumstances, (d) the general relationship of the individual's performance to that of others in his peer group, and (e) recommendations as to continuing professional development. While such matters as training or selection for special assignment are appropriate for discussion, promotion, per se, is not.

9. In summary, the Fitness Report should be an effective personnel management tool. The written evaluation and the beneficial relationship developed between the employee and his supervisor combine to inform both the employee and management of an individual's status and potential. Preparation of these Reports is an important supervisory duty. It is hoped that the structured approach presented here will improve the capability of review groups such as the Career Service Panel to do a fair and effective job in making the personnel assessments and selections which arise from time to time.

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Sayre Stevens
Director of Research and Development

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3
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